



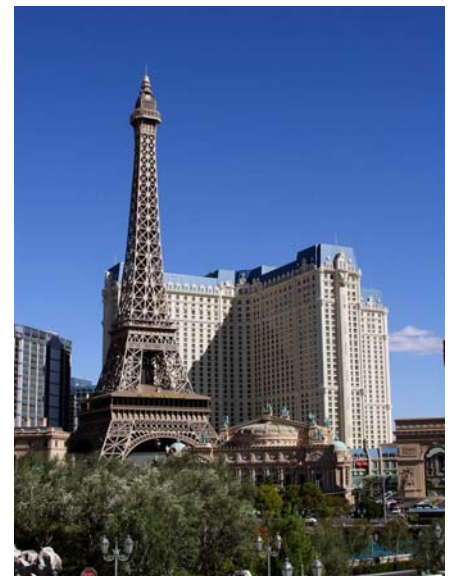
# Driving Customer Experience to Build Customer and Employee Loyalty

The Performance Conference 2008

October 20<sup>th</sup> - 22<sup>nd</sup>

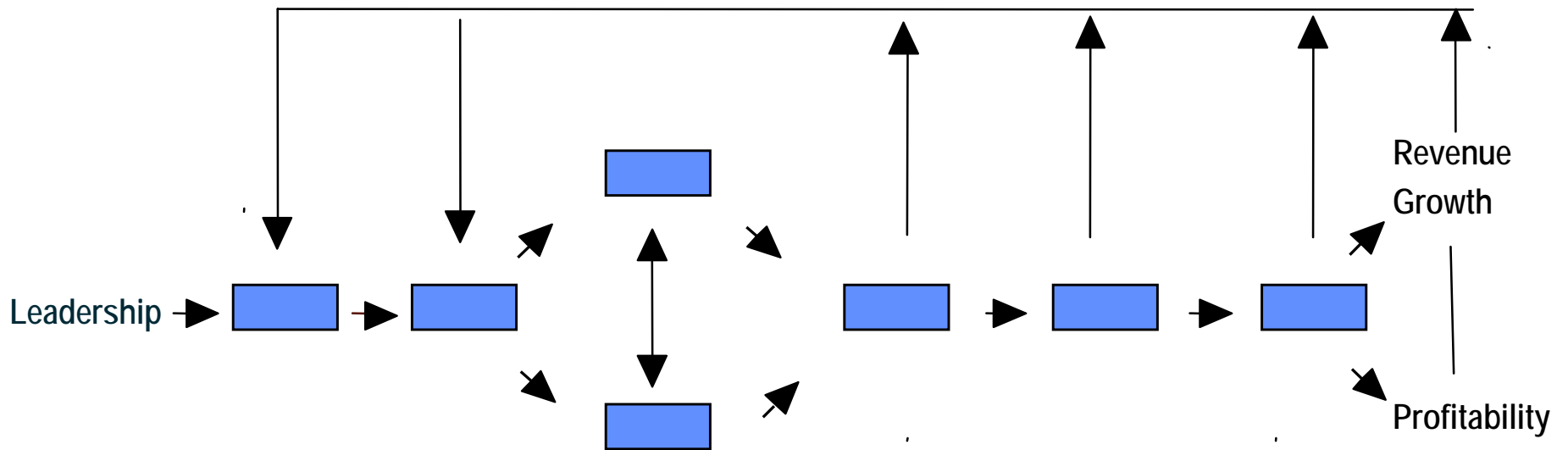
Las Vegas, NV

Presented by:  
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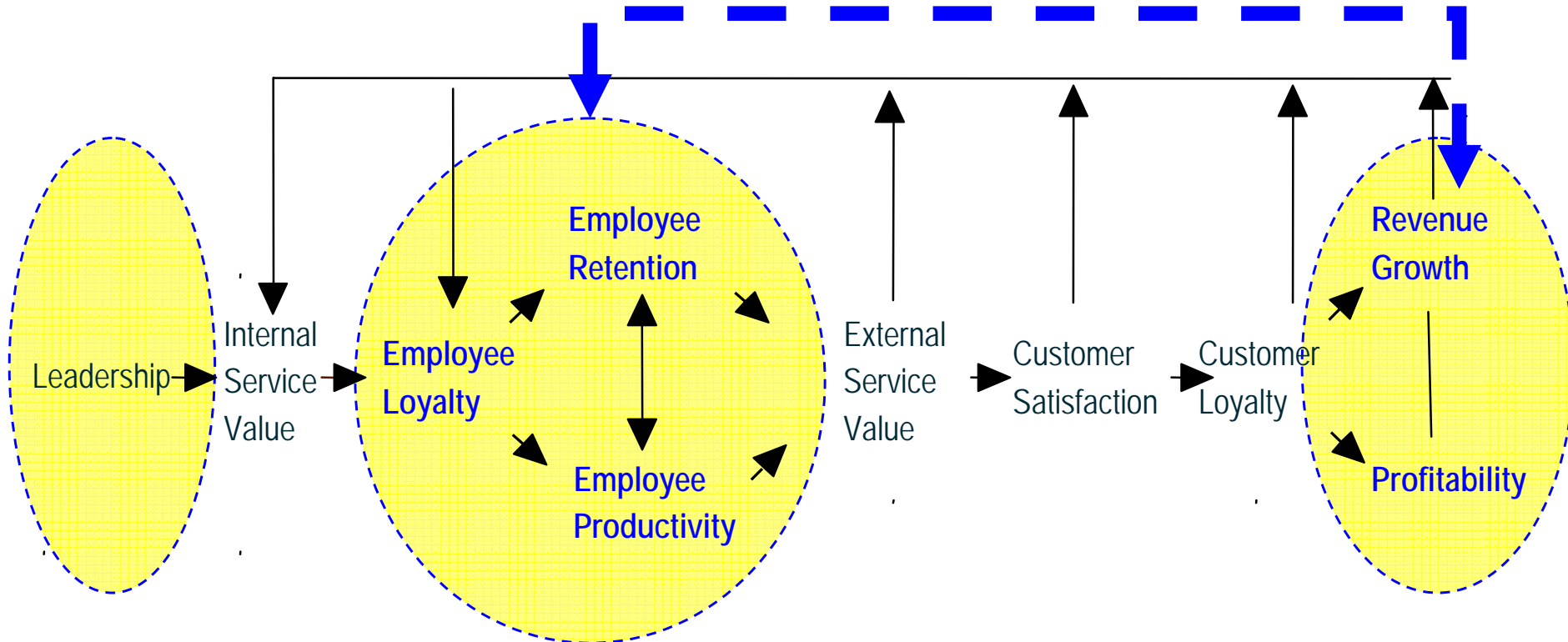
# Opening – Service Profit Chain





# Opening – Service Profit Chain

The productivity and retention of our employees is directly linked to our customer loyalty – and ability to grow and be profitable.



**Our leadership imperative is to create the environment which engenders and ensures performance.**



# What is Customer Experience?

## Customer Experience:

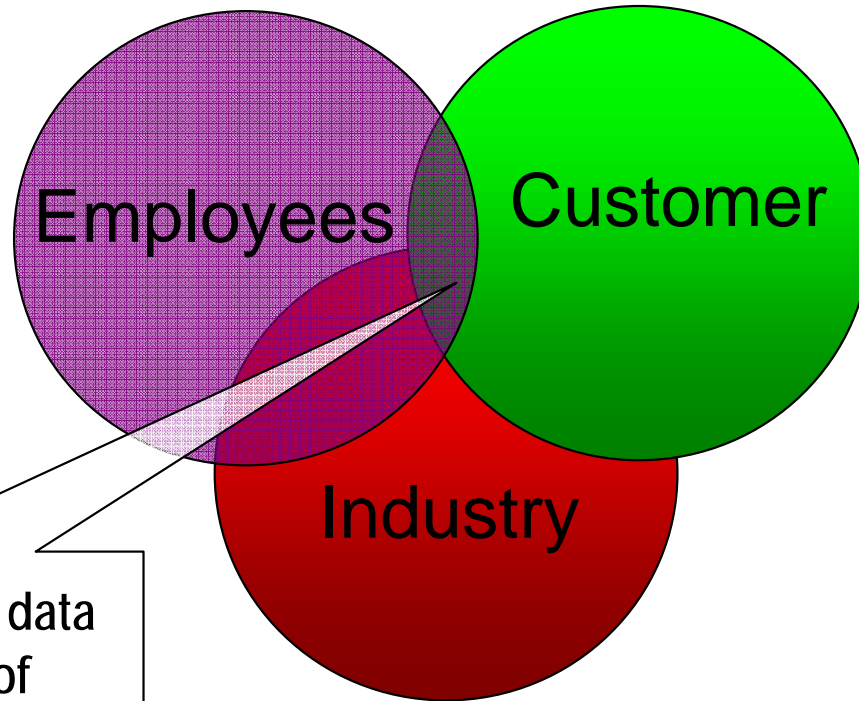
The sum of all activities performed in satisfying a customer's needs.



Are you acting in ways that matter to your customers?



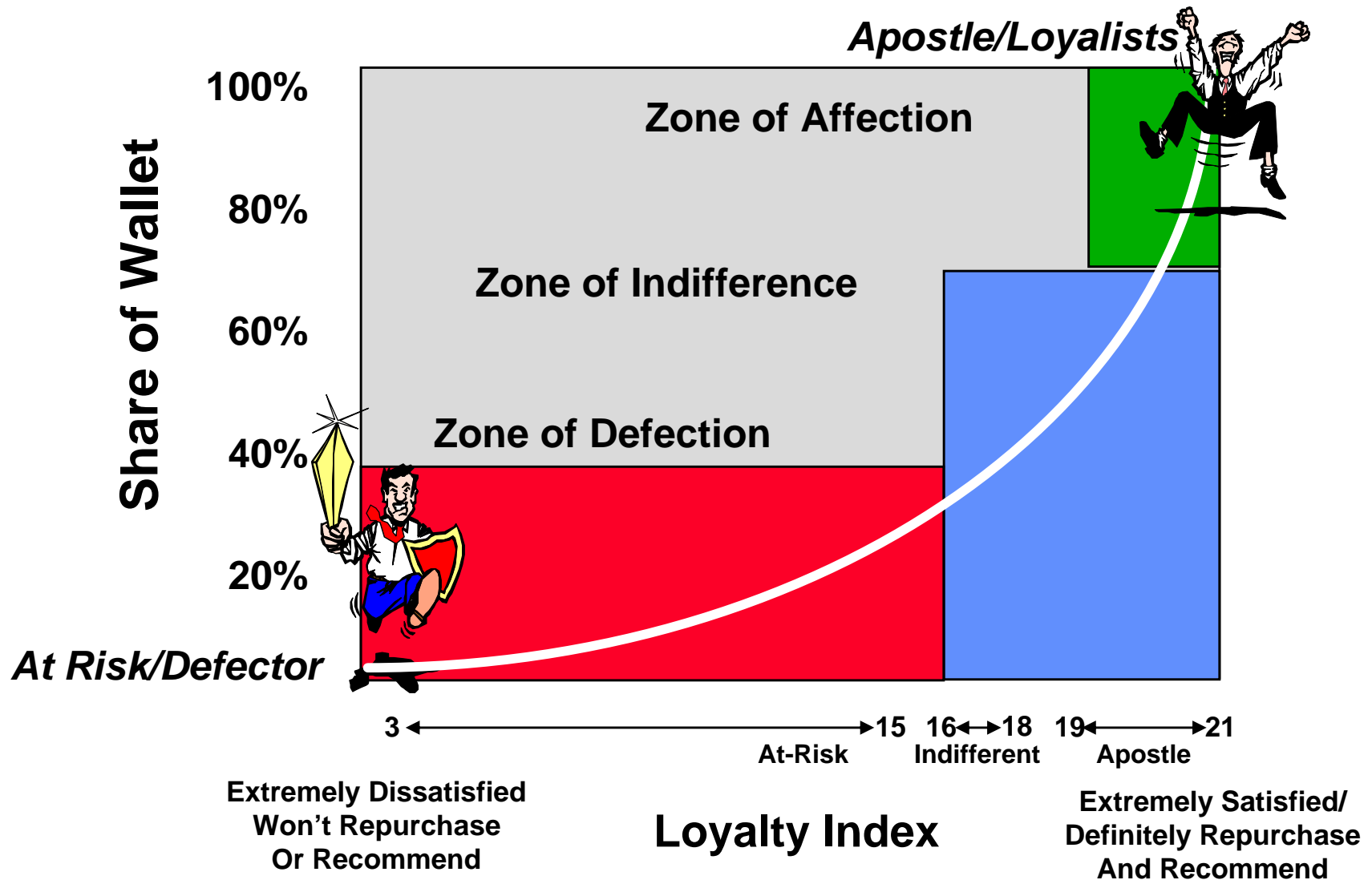
# Customer Experience Model



Leveraging insight and data from three key groups of individuals delivers the ideal future state.



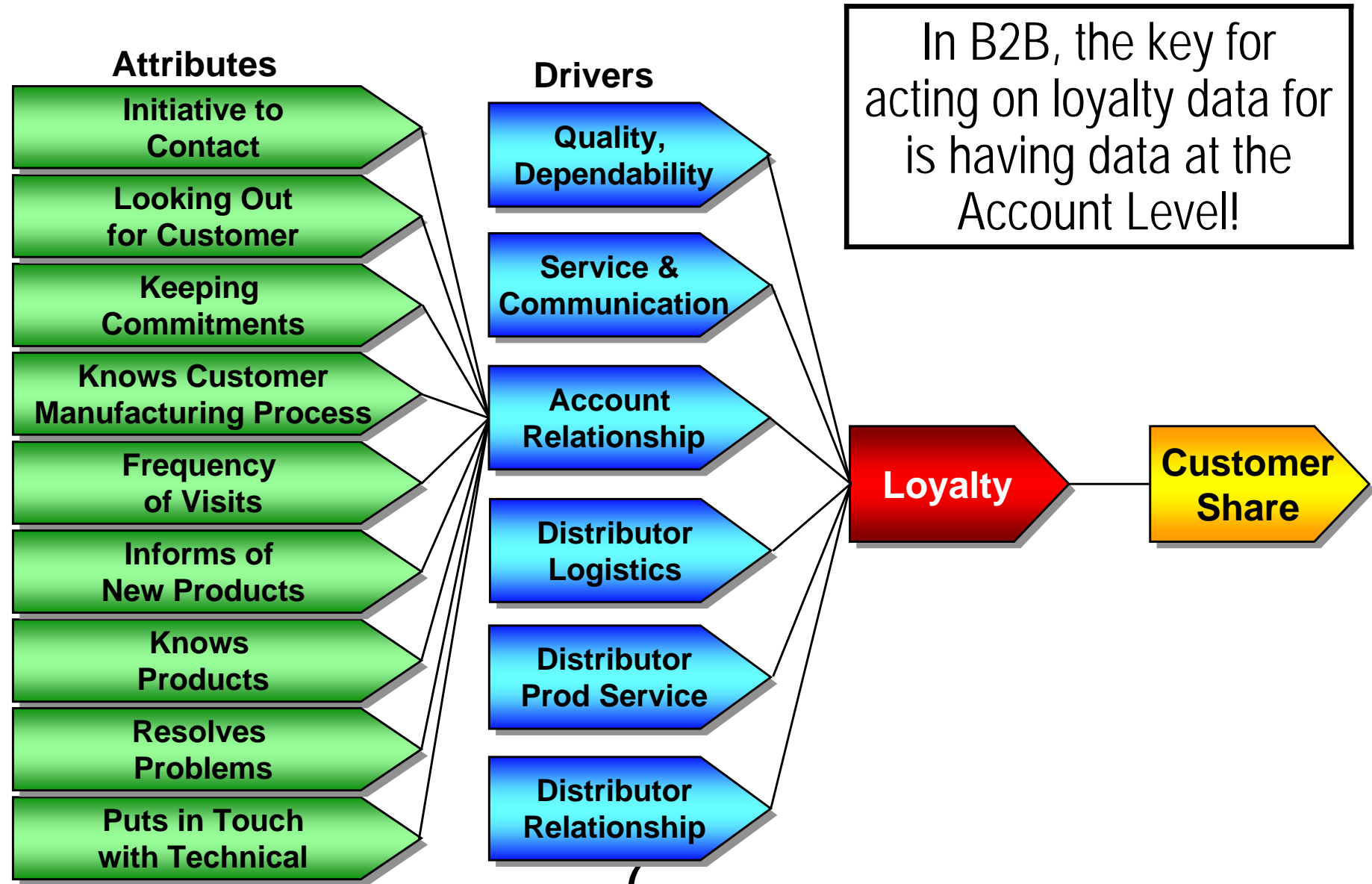
# A Highly Loyal Customer is Invaluable



Adapted from Harvard Business School



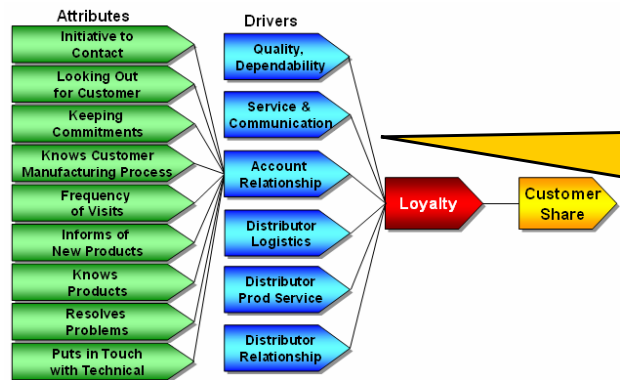
# Overall Loyalty Driver Model (w/ Attributes)



In B2B, the key for acting on loyalty data for is having data at the Account Level!



# What are drivers?



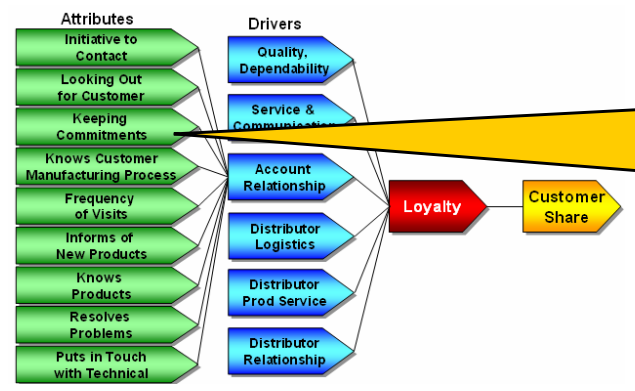
Identifies the handful of key drivers, which truly impact loyalty – along with current performance (as rated by your clients) and the relative importance of each of the drivers

*Driver:* a collection of related activities that statistically “explain” behavior in terms of loyalty

Importance	Performance	Driver
.35	3.27	Quality, Dependability
.34	3.06	Service & Communication
.33	3.18	Account Relationship
.19	3.00	Distributor Logistics



# What are attributes?



This next level of detail makes the model truly actionable – by defining, in clients' own words – the specific activities that define each driver

**Attribute:**  
Specific, measurable, actionable items that result in satisfying a driver.

Importance      Performance

.35      3.27

Puts in touch with technical contact

.34      3.06

Frequency of In person visits

.33      3.18

Keeping commitments

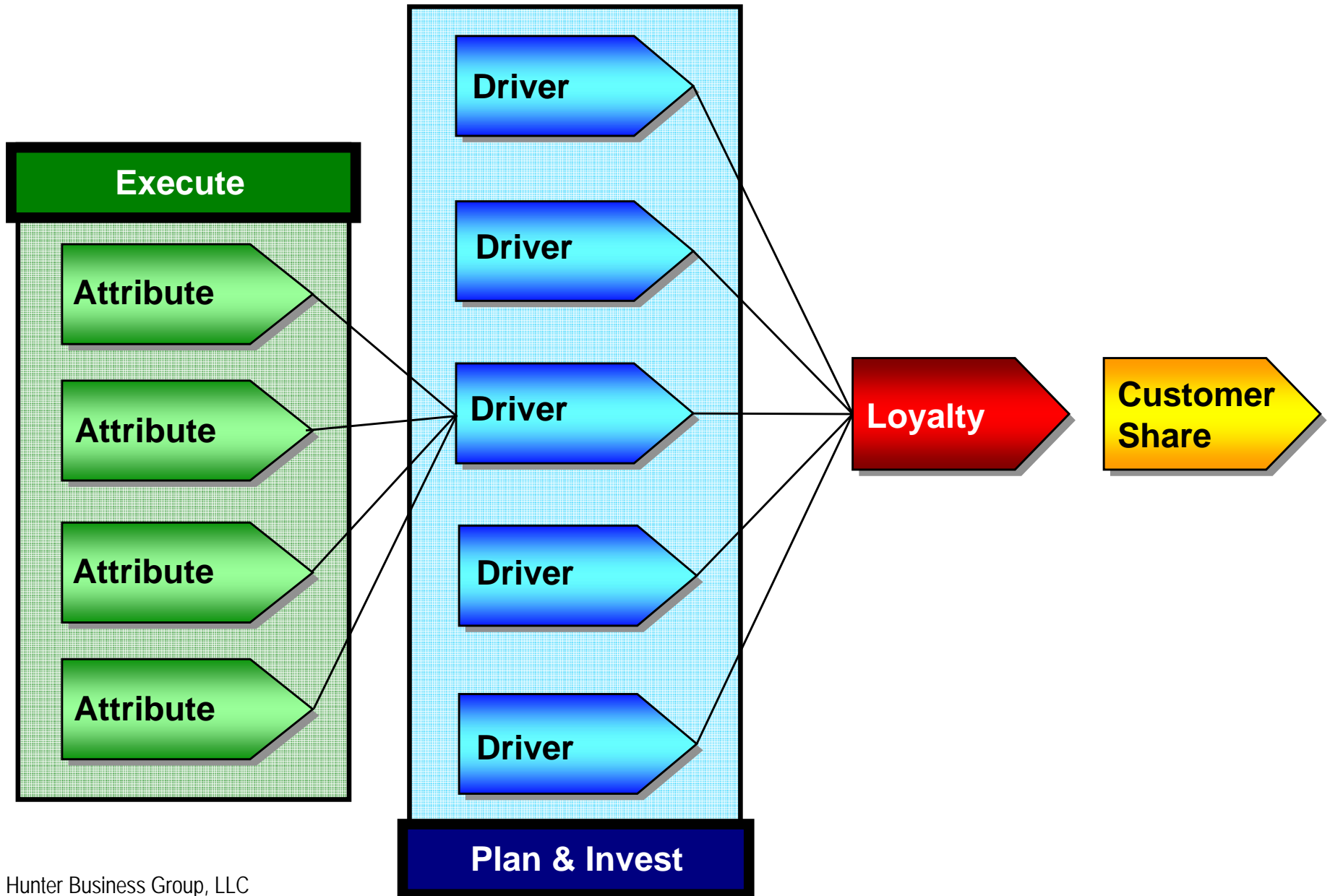
.19      3.00

Informs of new services

Output is an Account-level model which provides confidence around where to plan and invest in loyalty



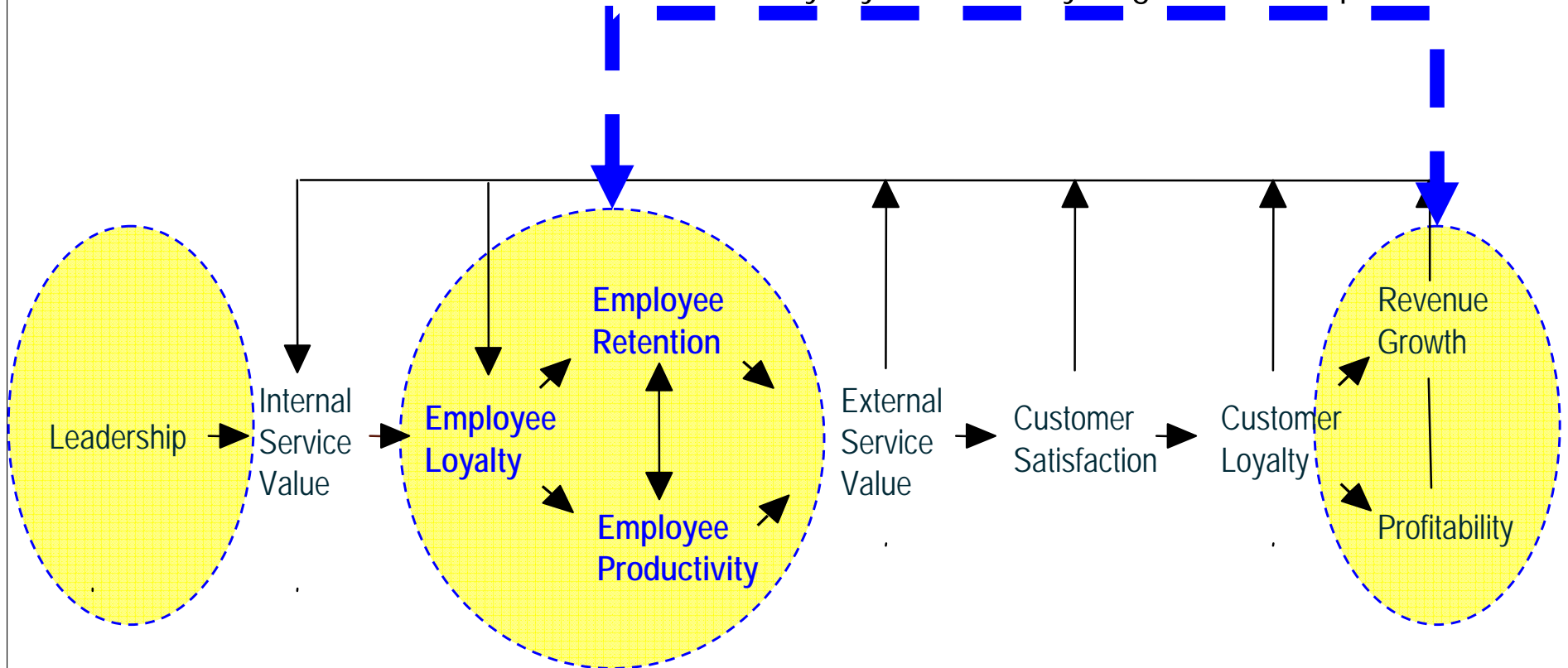
# Priorities





# Employee Loyalty

The loyalty of our employees is directly linked to our customer loyalty – and ability to grow and be profitable.



**Our leadership imperative is to create the environment which engenders and ensures loyalty.**



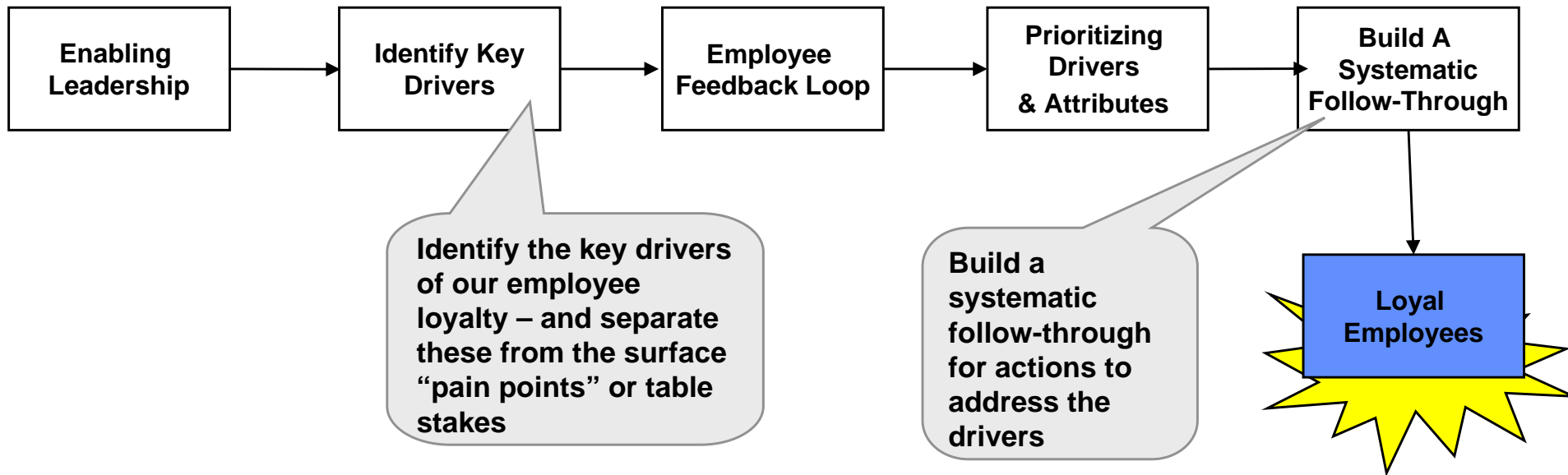
# Key Drivers of Employee Loyalty

## With Example of Attributes that Compromise a Driver





# How Do We Do It: Impacting Loyal Employees



## Strategic Insights:

- Methodology must begin with enabling leadership to lay the foundation for success.
- Research instrument allows for a differentiation between pain points and significant drivers and actionable attributes of employee loyalty.
- End result is a strategic implementation through enhanced organizational alignment and resource deployment.

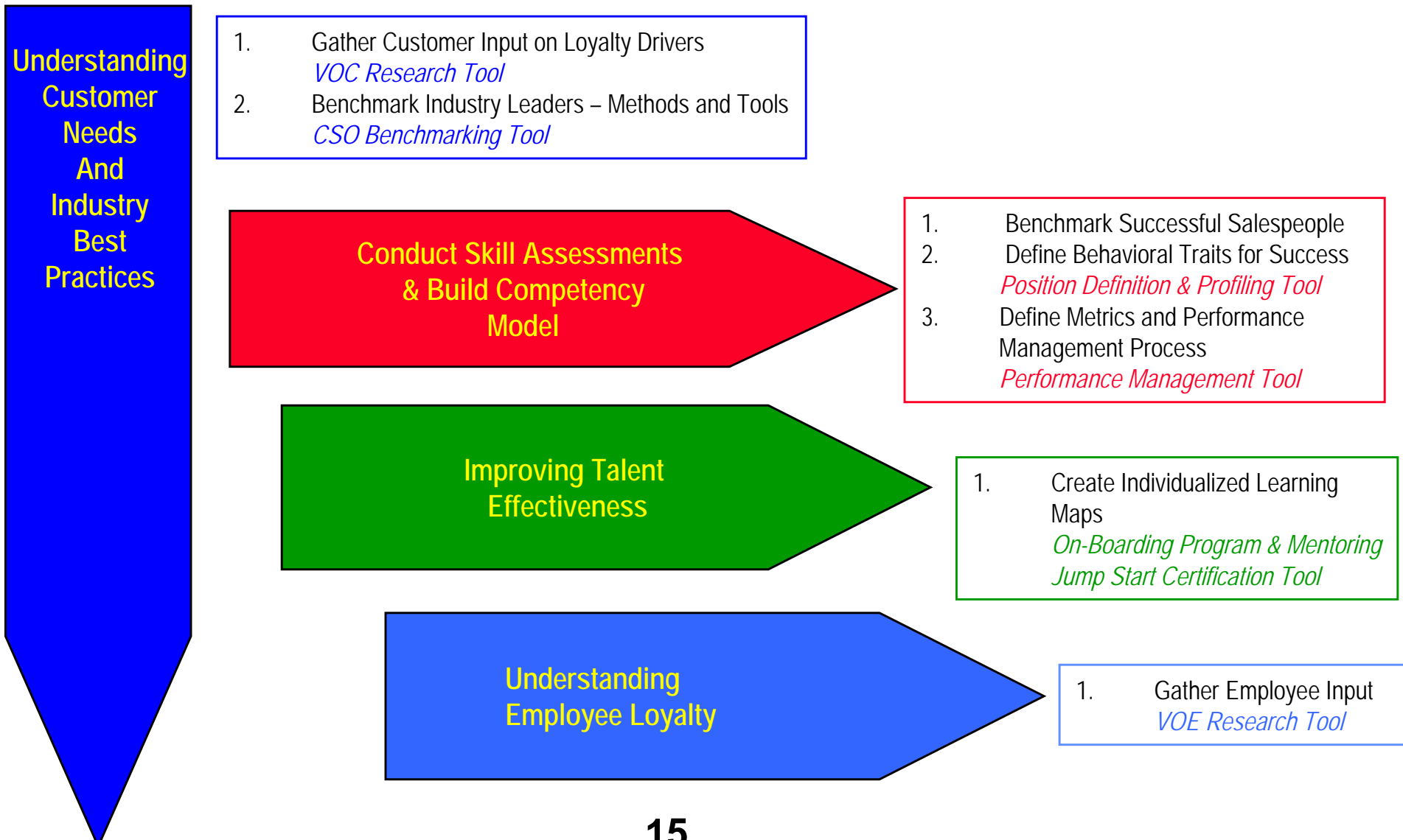


# Performance Management = Systematic Follow-thru

- See handout

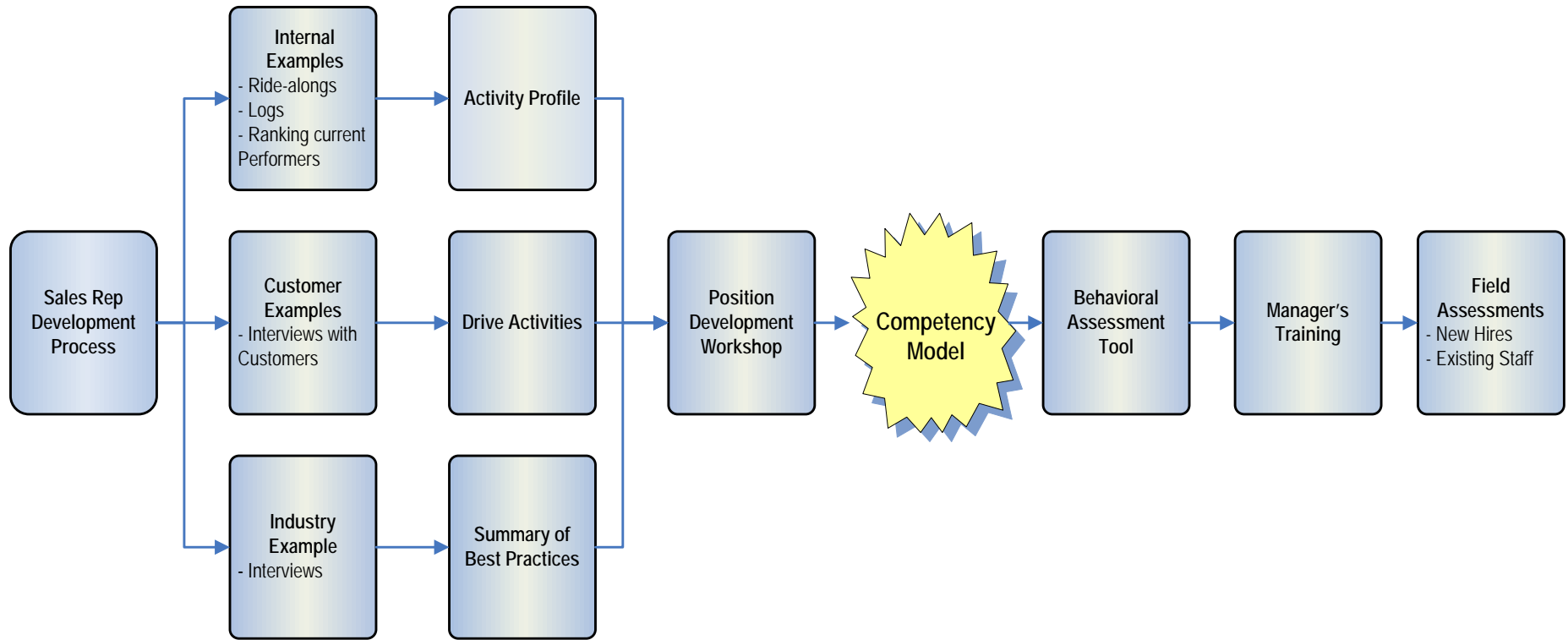


# Johnson Controls Case Study





# Johnson Controls Case Study



# 1. Understanding Customer Needs & Industry Best Practices

## Sample Analysis Results: Defining Activity Profiles by Role

### Activity Clusters Form Profiles

#### Profile 1

- 1 • Focuses time on a select few activities
- Perform activities that have the greatest impact on performance

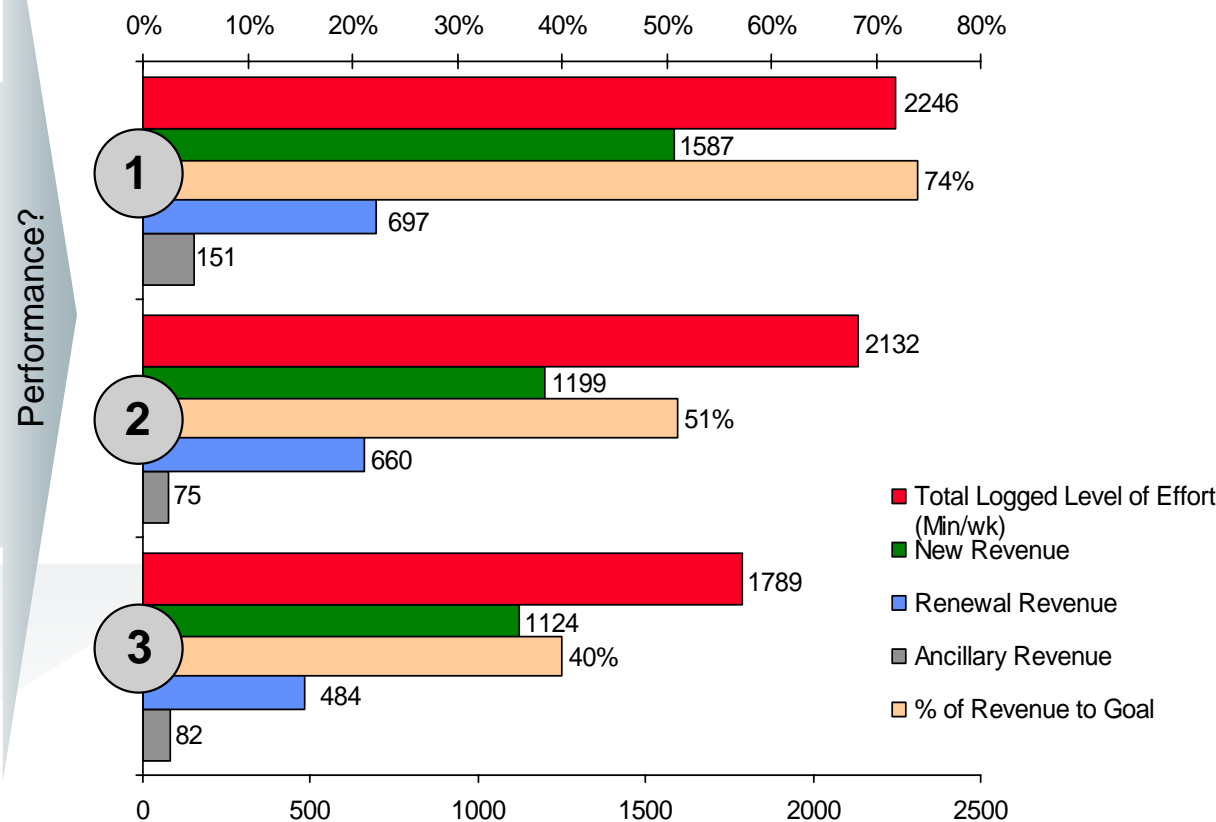
#### Profile 2

- 2 • Less focused than Profile 1 in allocating their time
- Perform activities that are both advantageous to and hindering sales performance

#### Profile 3

- 3 • Less focused than Profiles 1 & 2 in allocating their time
- Sales performance hindered by inefficiencies in transitioning tasks

Activity Profile #1 has highest performance across all measures and percent of goal, with an observed higher level of effort



Note: performance measures are through September 2007.



# In summary...

- Good people + poor process = inability to capitalize on skills
- Good process + wrong people = inability to execute successfully
  
- Good people + Good process = Achievement of Goals for all!





# Where can I go for more information?

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